

ADMINISTRATIVE MESSAGE

ROUTINE

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FM SECNAV WASHINGTON DC//SN//

TO ALNAV

UNCLAS

ALNAV 057/03

MSGID/GENADMIN/SECNAV WASHDC/-/JUL//

SUBJ/REDUCING MISHAPS//

RMKS/1. SECRETARY OF DEFENSE DONALD RUMSFELD SENT OUT A 19 MAY 2003 MEMORANDUM, SUBJECT: REDUCING PREVENTABLE ACCIDENTS. HE STATED: "WORLD-CLASS ORGANIZATIONS DO NOT TOLERATE PREVENTABLE ACCIDENTS. OUR ACCIDENT RATES HAVE INCREASED RECENTLY. AND WE NEED TO TURN THIS SITUATION AROUND. IT IS A CHALLENGE TO ALL OF YOU TO REDUCE THE NUMBER OF MISHAPS AND ACCIDENT RATES BY AT LEAST 50 PERCENT IN THE NEXT TWO YEARS. THIS GOAL IS ACHIEVABLE, AND ATTAINING IT WILL DIRECTLY INCREASE OUR OPERATIONAL READINESS. WE OWE OUR BEST EFFORTS TO THE MEN AND WOMEN WHO DEFEND OUR NATION." THE DEPARTMENT OF DEFENSE IS ESTABLISHING A DOD SAFETY OVERSIGHT COUNCIL TO PROVIDE GOVERNANCE OF DOD-WIDE MISHAP REDUCTION EFFORTS.

2. WE WHOLEHEARTEDLY ENDORSE THIS ENDEAVOR, AND WANT THE NAVY AND MARINE CORPS TO LEAD THE WAY. WHAT BETTER WAY TO DEMONSTRATE THAT OUR SAILORS, MARINES, AND CIVILIAN EMPLOYEES ARE TRULY OUR MOST PRECIOUS ASSET! IN ADDITION TO BRING THE RIGHT THING TO DO, PREVENTING MISHAPS WILL SIGNIFICANTLY INCREASE OUR READINESS AND RETAIN VALUABLE RESOURCES.

3. WE NEED AN AGGRESSIVE AND ENTERPRISING APPROACH TO ACCOMPLISH THIS MISHAP REDUCTION GOAL. FUTURE RESULTS WILL DIRECTLY RELATE TO THE LEVEL OF EFFORT AND TO THE DEGREE THAT LEADERSHIP CHAMPIONS THIS INITIATIVE. TO ACHIEVE SUCH AN AMBITIOUS GOAL, WE MUST DRAMATICALLY ALTER THE WAY WE HAVE REACTED TO SIMILAR CHALLENGES IN THE PAST. DOING THE SAME THINGS WE HAVE ALWAYS DONE WILL MERELY PERPETUATE OUR CURRENT MISHAP RATE PLATEAU. WE MUST ENERGIZE A MORE VIBRANT SAFETY CULTURE WITHIN DON -- A CULTURE THAT WILL ESTABLISH SHORT TERM SUCCESS AND SUSTAIN LONG TERM IMPROVEMENT WHILE ENSURING COMBAT READINESS.

4. COMMANDERS AT ALL LEVELS WILL:

A. FIRST, ASSUME THERE MAY BE A SMARTER WAY TO DO BUSINESS AND EMPOWER YOUR BEST MINDS TO DEVELOP AND IMPLEMENT IT. ENSURE A SOUND APPROACH USING EFFECTIVE PROCESSES, BEST PRACTICES, AND AVAILABLE TECHNOLOGIES.

B. SECOND, ENSURE SOLID RESOURCES FOR SAFETY. SAFETY PROGRAMS ARE NOT DISCRETIONARY - FULLY FUNDING THEM SHOULD BE A PRIORITY. TO MOVE FORWARD, IT IS ALSO IMPERATIVE THAT WE RESOURCE PROMISING SAFETY INITIATIVES AND NEW SYSTEM SAFETY TECHNOLOGIES.

C. THIRD, ALIGN SUPPORT AND INFRASTRUCTURE FOR SAFETY. LEADERSHIP MUST BE INVOLVED AT ALL LEVELS, ENSURING SENIOR SUPERVISION IS PRESENT DURING HIGH RISK EVOLUTIONS AND RISK MANAGEMENT IS INTEGRATED INTO ALL ENDEAVORS. ADDITIONALLY,

LEADERSHIP MUST ENSURE SAFETY OFFICERS POSSESS SUFFICIENT EXPERIENCE TO ASSIST THE COMMAND, AND THEY MUST HAVE ACCESS TO THE COMMANDER ON ALL SAFETY ISSUES. COMMANDERS SHOULD CONSIDER THE FOLLOWING ESSENTIAL TO SUCCESS: AWARDS AND RECOGNITION; ACCOUNTABILITY; PARTNERSHIPS AND COALITIONS BOTH INTERNAL AND EXTERNAL TO THE COMMAND; AND MECHANISMS TO MONITOR PROGRESS.

5. USING THE ABOVE GUIDELINES, I AM ASKING THE CHIEF OF NAVAL OPERATIONS AND COMMANDANT OF THE MARINE CORPS TO DEVELOP PLANS TO ACHIEVE THE DOD MISHAP REDUCTION GOALS. WE WILL JOINTLY MONITOR PROGRESS. SAIL SAFE AND SEMPER FIDELIS!

6. A COPY OF THIS MESSAGE WILL BE MADE AVAILABLE TO ALL HANDS.

7. RELEASED BY THE HONORABLE HANFORD T. JOHNSON, ACTING SECRETARY OF THE NAVY.//

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